

Tower Hamlets Together

Health and Scrutiny Committee
6th July 2022

**TOWER HAMLETS
TOGETHER**

*Delivering better health
through partnership*



About Tower Hamlets Together (THT)

THT is all about health and social care organisations working more closely to improve the health and lives of people living in Tower Hamlets

This means a more coordinated approach to providing services, reducing duplication and improving the overall experience and outcomes for the people who need them.

THT is a partnership of health and care organisations that are responsible for the planning and delivery of prevention and health and care services.

The partnership includes:

- London Borough of Tower Hamlets
- NHS Tower Hamlets Clinical Commissioning Group
- Tower Hamlets GP Care Group
- East London NHS Foundation Trust
- Barts Health NHS Trust
- Tower Hamlets Council for Voluntary Service

THT values

We are compassionate
We collaborate
We are inclusive
We are accountable



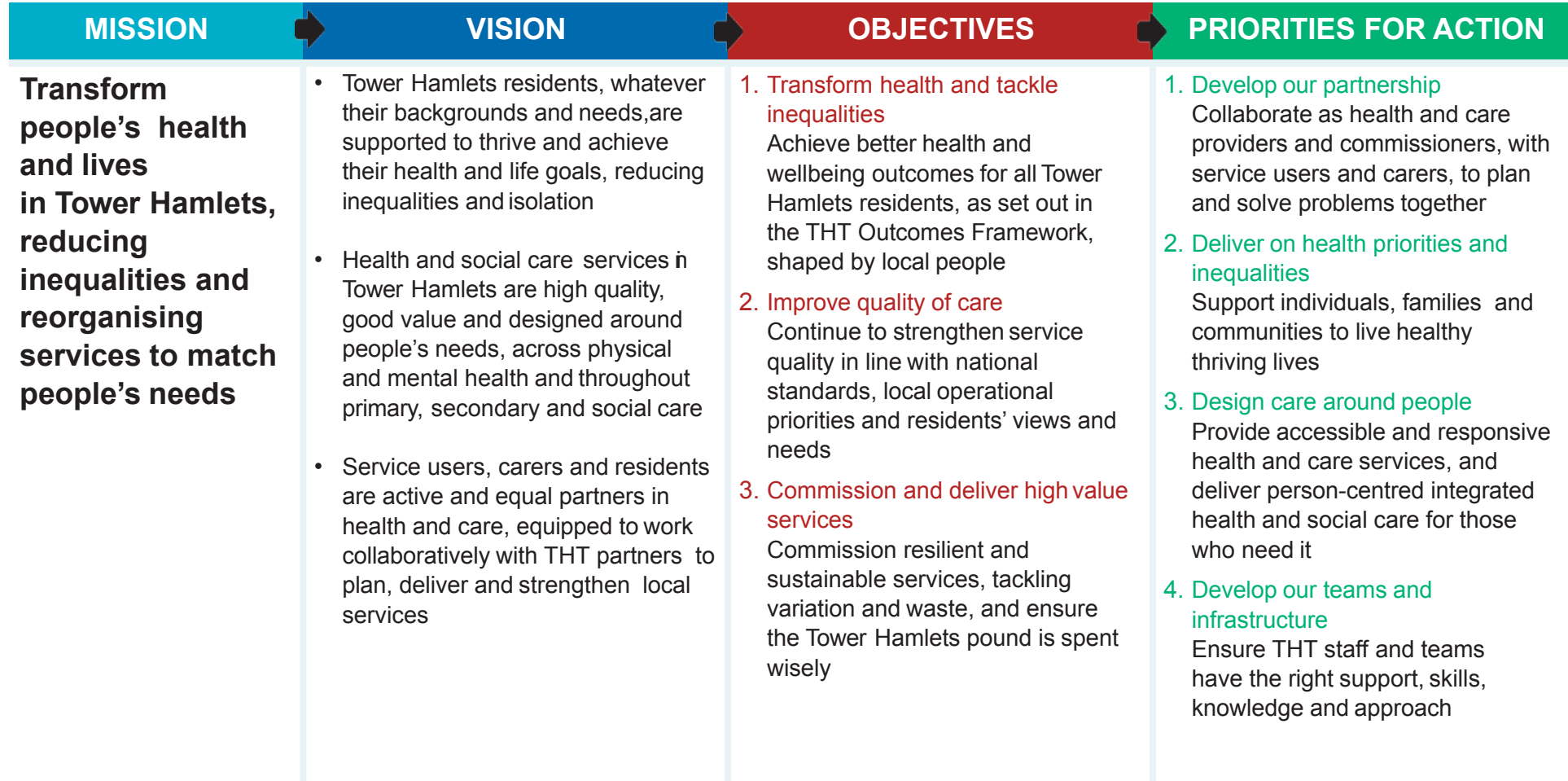
Our Six Leadership Principles

We are committed to working as partners in a way that promotes compassion, collaboration, inclusivity and accountability. We have developed a set of leadership principles that we aspire to work to in our relationships with each other, as individuals, and as organisations.

1. Be clear about our shared purpose and be stewards of the collective good
2. Be curious and interested in each other's perspectives to inspire change
3. Be empowered to tell it like it is and move to action quickly
4. Be compassionate to each other by recognising the impact of wider 'system effects'
5. Celebrate innovation and recognise early adopters who take initiative
6. Share power with those who have real life experiences and have the agency to make change.



The System Plan on a Page

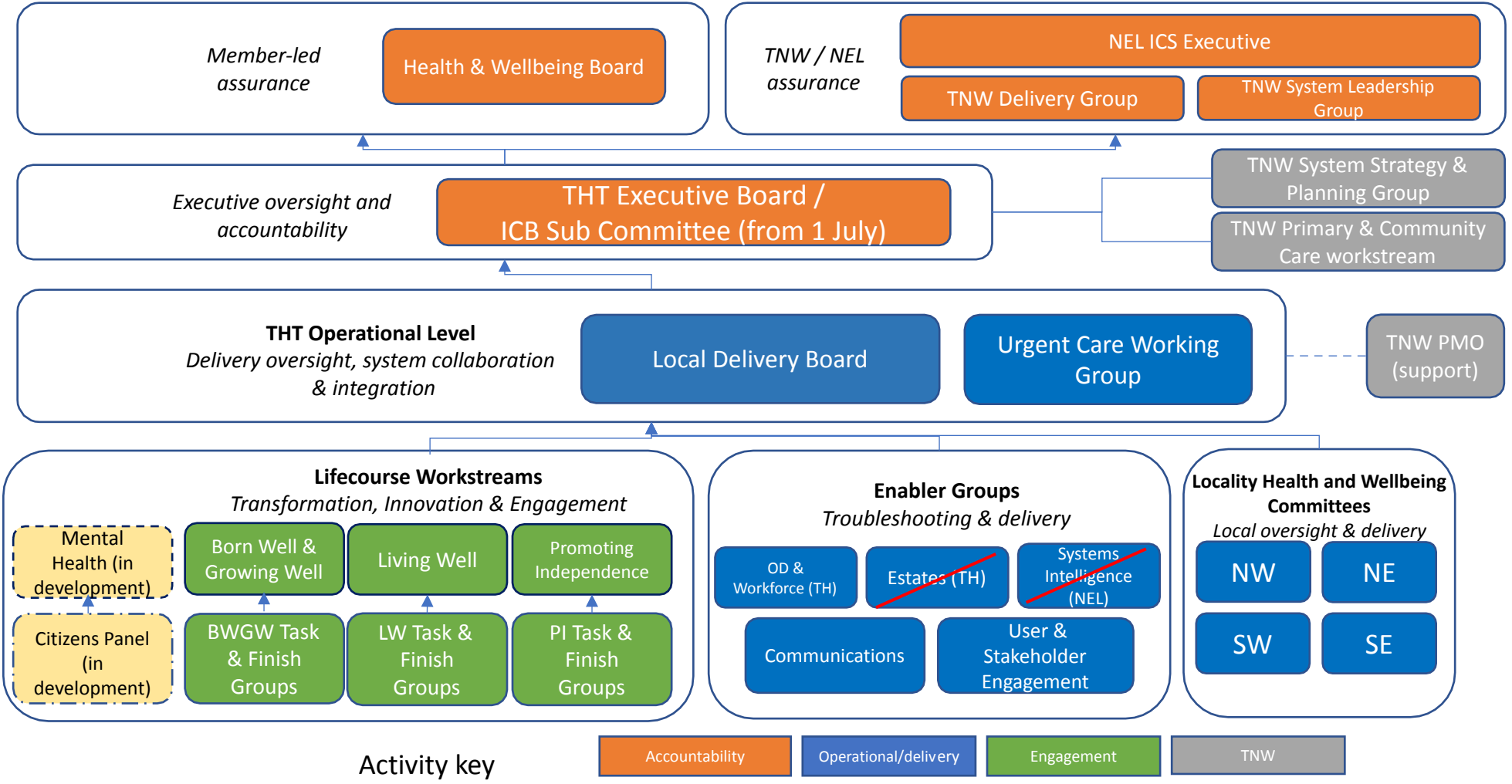


Put the voice of Tower Hamlets residents at the heart of all our decisions, strengthening engagement, participation and co-production processes to achieve this



The Operating Context

Tower Hamlets Together Governance



Our Vision Through Our System Wide Outcomes Framework



In collaboration with staff and residents, we have developed specific population outcomes based on the following:

- Residents live the healthiest lives possible, especially the most deprived and vulnerable
- Children and young people have a great start to life and achieve their full potential
- Residents are able to access the health and social care services they need in a timely manner
- Residents are satisfied with the health and care services they receive and feel that their needs are being well met
- The system exceeds the required national performance standards within the available resources.

| Domain | I-Statement | | | |
|-----------------------------------|---|--|---|---|
| Integrated health and care system | I feel like services work together to provide me with good care | I believe the trust, confidence and relationships are in place to work together with services to decide the right next steps for us as a whole community | | I want to see money being spent in the best way to deliver local services |
| Wider determinants of health | I am able to support myself and my family financially | I am satisfied with my home and where I live | I am able to breathe cleaner air in the place where I live | I feel safe from harm in my community |
| Healthy Lives | I am supported to make healthy choices | I understand the ways to live a healthy life | | |
| Quality of Care & Support | Regardless of who I am, I am able to access care services for my physical and mental health | I am able to access safe and high quality services (when I need them) | I am confident that those providing my care are competent, happy and kind | I have a positive experience of the services I access, overall |
| Quality of Life | I have a good level of happiness and wellbeing | I am supported to live the life I want | My children get the best possible start in life | I play an active part in my community |

Tower Hamlets Together, Our 2022-2023 Work Programme



Local Delivery Board – overall programme management of the transformation projects themed under the following five headings:

1. Care Close to Home - maintaining people's independence in the community
2. Hospital to Home - reducing the time people need to stay in hospital
3. Prevention - building the resilience and wellbeing of our communities
4. Mental Health and Learning Disabilities
5. Children and Young People

Priorities:

- Covid-19 vaccinations programme
- Localities integration development programme
- Integrated discharge pathway

Children and Young People – Born Well and Growing Well

- Children's mental health and emotional wellbeing
- Special Education Needs and Disabilities
- Childhood Obesity
- Ways of working – including pathways for long term conditions, a shared practice framework, a shared model of locality and Multi Disciplinary Team working
- Poverty and economic hardship

Mainly Healthy Adults – Living Well

- Improving equal and informed access to contraception
- Embedding a trauma informed approach to care
- Integrating pharmacies into the local system
- Primary Care Network coproduction with local communities to address health inequalities
- Improving access to health services for disabled residents
- Improving access to oral health services

Complex Adults – Promoting Independence

- Establishing a new model of homecare which includes MDT approaches e.g. working closer with District Nursing.
- Long term conditions management – diabetes focus
- Enhancing local care coordination – moderate frailty focus
- Ensuring a smooth transitions process for young people with complex needs from CYP to adult services

Overview to Primary Care Networks in TH



Overview

- In 2019 PCNs were nationally commissioned but Tower Hamlets formed networks in 2009.
- In Tower Hamlets the networks are very well developed and delivering an £8m programme of Locally funded Enhanced Services, predominantly focussed on the provision of person centred care for patients with long term conditions and complex needs
- Since 2019 PCNs have been funded to deliver a national programme of direct enhanced services (PCN DES)
- All future investment nationally in primary care will go through PCNs.

PCN objectives for 2022/23

- The next slide sets out the national PCN objectives for the next year.
- Additionally, we have the local LES programme, which sits directly with PCNs
- This is the direction of travel at national and local level, for primary care services to be commissioned through PCN's, allowing for services to be more closely aligned to meet the needs of local populations.
- The ICS will commission services from primary care via directly contracting with PCNs
- PCNs are able to work together collaboratively to deliver services or sub contract to third party providers where they want to.
- Essentially it puts PCNs in the driving seat

The table below sets out the 5 key objectives for PCNs in 2021/22 and 2022/23, and how different elements of the Network Contract DES will support them.

| Key Objectives. Aligned to general practice priorities, LTP priorities and NHS response to Covid-19 | Service requirements New requirements introduced in a phased way will support the key objectives | IIF Indicator areas of focus Financial indicators to improve and reward performance against DES Service requirements and wider NHS priorities |
|--|---|---|
| 1. Improving prevention and tackling health inequalities in the delivery of primary care – PCNs will be required to identify high need local populations and tailor services to them, as well as address inequalities in rates of diagnosis for cardiovascular disease and cancer. | <ul style="list-style-type: none"> Tackling Neighbourhood Inequalities CVD Diagnosis and Prevention Early Cancer Diagnosis Personalised Care | <ul style="list-style-type: none"> Progress towards the national ambitions for: <ul style="list-style-type: none"> Learning Disability Health Checks Flu vaccinations to at-risk groups Closing the hypertension diagnosis gap Personalised care interventions e.g. social prescribing More complete recording of ethnicity in patient records |
| 2. Support better patient outcomes in the community through proactive primary care – including delivery of the Enhanced Health in Care Homes and Anticipatory Care services through multidisciplinary teams, offering more personalised services which will help people avoid unnecessary hospital admissions | <ul style="list-style-type: none"> Tackling Neighbourhood Inequalities Anticipatory Care Enhanced Health in Care Homes (EHCH) Personalised Care | <ul style="list-style-type: none"> Delivery of key elements of the EHCH model and associated moderation of care home resident emergency admissions Moderated admissions for ambulatory care sensitive conditions (ACSCs) |
| 3. Support improved patient access to primary care services – implementing a PCN-based approach to extended access provision, and rewarding PCNs who improve the experience of their patients, avoid long waits for routine appointments and tackle the backlog of care resulting from the Covid-19 pandemic | <ul style="list-style-type: none"> Extended Access service requirements Delivery of all new services will support improved access for particular cohorts. | <ul style="list-style-type: none"> Improved patient experience of accessing general practice Reduction in the proportion of patients waiting longer than two weeks for a routine general practice appointment Improved provision of online consultations Increased utilisation of Specialist Advice services, and community pharmacist consultations |
| 4. Deliver better outcomes for patients on medication – including through the delivery of Structured Medication Reviews to priority patient cohorts, and through targeting prescribing behaviours known to improve patient safety. | <ul style="list-style-type: none"> Structured Medication Reviews and Medicines Optimisation | <ul style="list-style-type: none"> Improved provision of SMRs to priority groups Targeted prescribing behaviours known to improve patient safety Supporting more preventive treatment of asthma through increased use of inhaled corticosteroids. |
| 5. Help create a more sustainable NHS - through reducing the carbon emissions generated by asthma inhalers. | <ul style="list-style-type: none"> Structured Medication Reviews and Medicines Optimisation | <ul style="list-style-type: none"> Encouraging clinically appropriate inhaler switching to low-carbon alternatives |

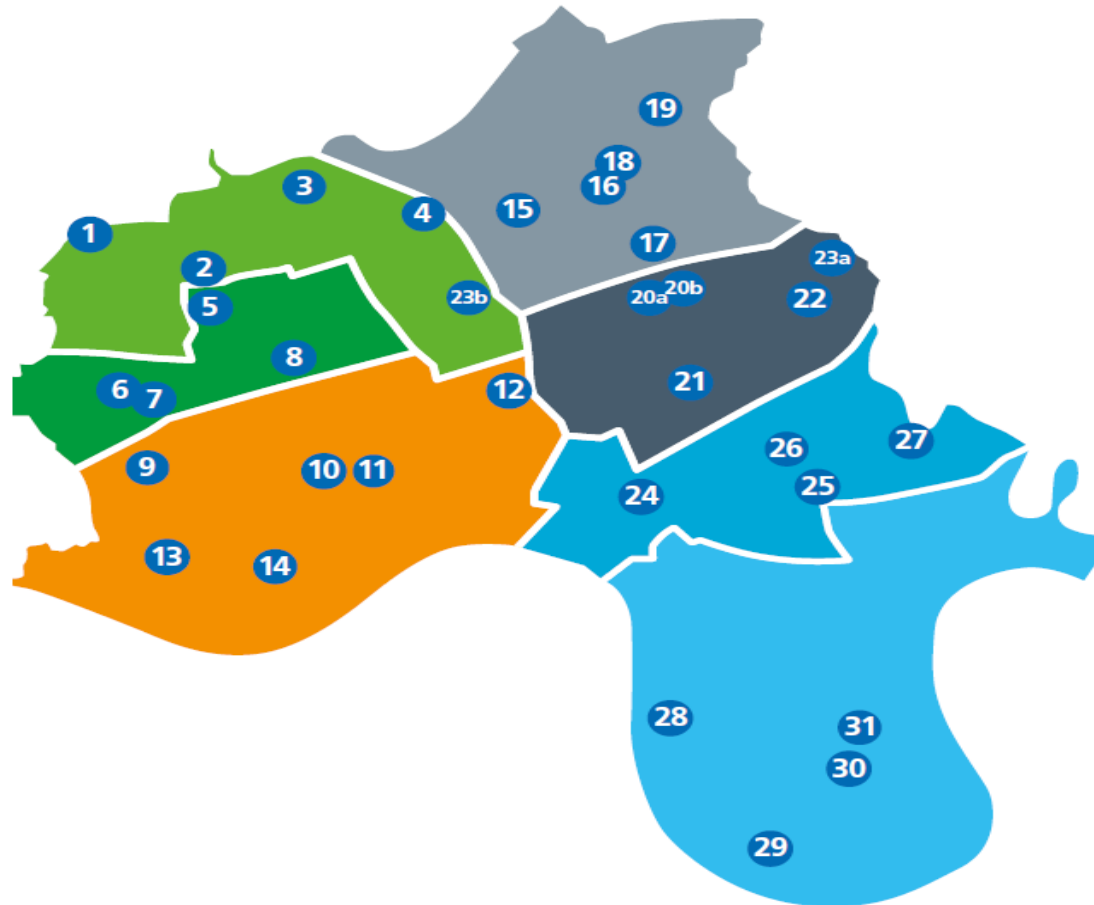
Local PCN Enhanced Services

- The **Tower Hamlets Local Enhanced Service** programme has an overarching aim to support clinical and whole system priorities for the borough, including management of patients with long term conditions, person centred packages of care that support partnership work with patients, their families and carers.
- Each PCN has an Improving Patient Outcomes (IPO) team who will be playing a key role to identify health and wellbeing priorities for the population, developed with Public Health Teams and the Borough Partnership (THT)
- In 22/23 PCNs will produce and implement an Improving Patient Outcomes Plan with the support of the IPO Team.

Tower Hamlets 7 Primary Care Networks



Tower Hamlets Primary Care



The One Network

- 1. Strouts Place
- 2. Bethnal Green
- 3. Mission
- 4. Globe Town (Sutton's Wharf)

East End Health

- 5. Blithehale
- 6. Health E1 (Homeless Practice)
- 7. Spitalfields
- 8. Albion

Tower Network

- 9. Goodman's Field
- 10. City Square
- 11. Jubilee Street
- 12. Harford Health
- 13. St Katherine's Dock
- 14. Wapping

Bow Health

- 15. Grove Road
- 16. Tredegar
- 17. Harley Grove
- 18. St Stephens
- 19. Ruston Street

Mile End and Bromley By Bow

- 20a. Stroudley Walk
- 20b. Merchant Street
- 21. St Pauls Way
- 22. St Andrews
- 23a. Bromley by Bow*
- 23b. XXPlace*

Poplar and Limehouse

- 24. Limehouse
- 25. Gough Walk (in Newby Place Health Centre)
- 26. Crisp Street
- 27. Aberfeldy

Healthy Island Partnership

- 28. Barkantine
- 29. Docklands
- 30. Island Health
- 31. Island Medical Centre

*Bromley by Bow & XX Place are counted as one practice in two separate locations

The Royal London and Mile End Hospitals Context

We are a large teaching hospital offering most tertiary services and as such function as the major acute hospital for North-East London, we are also proud to be the local hospital for Tower Hamlets.

We experienced a challenging time in 2021/22 as we dealt with the second year of the Covid-19 pandemic, culminating in the Omicron wave. The pandemic placed an ongoing challenge for our most valuable asset – our workforce – and we thank our staff for their dedication and professionalism over the past 12 months. Given the importance of our staff to us and the services we provide, a key element of this plan is supporting and improving the wellbeing of our staff, and growing our substantive workforce. We aim to become an outstanding place to work by promoting equality of opportunity and investing in our teams.

The Royal London and Mile-End Hospitals' plan mirrors the key elements of the Trust's overall Group Operational Plan, and which is based around three core pillars:

- To create a truly inclusive organisation, without discrimination, based on a fair and just culture that helps us meet our ambition to be an outstanding place to work
- To improve health and care services for all our population - transforming clinical services whilst reducing health inequalities and inequities of provision
- To build effective partnerships across the health and social care system and deliver social value for communities through our longer term strategic plans

Tower Hamlets is one of the most culturally diverse and deprived areas in the country. We recognise the need to ensure equity is embedded at all levels, and will seek to develop plans that not only begin to tackle the inequalities that have occurred due to the pandemic, but also those that existed pre-covid. We will do this both through our work in and at the Hospital and also in conjunction with our partners in Tower Hamlets – the Borough, ELFT, the Commissioners and our primary care colleagues – to develop a meaningful and collaborative programme for 2022/23 and beyond, linked to and part of the development of the Place Based Partnership. We want to become an anchor organisation in East London through our continued work with the community.

The Royal London and Mile End Strategic Objectives

The Royal London and Mile End Hospitals will deliver its operational plan for 2022/23 by building upon the initiatives we have built up in 2021/22. It promises to be an exciting year for both our hospital sites. We have a number of key leadership changes taking place in the coming months but we are confident that we will deliver the key developments set out in our operational plan.

Workforce - 'Drive to 95' – RLH & MEH are aware that many of its aspirations for 2022/23 are directly linked to our ability to increase our substantive workforce. Our current fill-rate is circa 93.4%. We aim to grow this to 95% during 2022/23, with benefits in terms of continuity, safety and quality of care for our patients, and improved well-being for our staff

Inclusion and Wellbeing – We are committed to deepening and strengthening our Inclusion agenda in 2022/23, as well as developing what we mean by being an Anchor organisation for our population in Tower Hamlets. We are also engaging with our staff to ensure their well being throughout 2022/23.

Elective Recovery -

- Our plan for 2022/23 show the site delivering no 104 week waits beyond June 2022, no 78 week waits beyond March 2023 and moving to a pre-pandemic performance for the number of cancer patients waiting more than 62 days from an urgent referral.
- This will be a challenge but the site is confident that it can deliver this. We will be fully focussed on delivery quality and safe services whilst sustaining increased activity over the course of 2022/23.

Place-based Partnerships

- We are an active partner in the development of the Tower Hamlets Place Based Partnership, in conjunction with LBTH, ELFT, Primary Care and Commissioners. We will look to strengthen this partnership in 2022/23.

Mental Health in Tower Hamlets

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Very high levels of mental health need in our communities, exacerbated by the pandemic e.g.:

- Estimated 56,000 adults with common mental health problems (25,724 recorded in primary care with depression)
- Estimated 4500 adults with serious mental illness, amongst the highest in London
- Estimated 950 adults with dementia

Wide range of assets to promote mental health & wellbeing & prevent mental health conditions, e.g.:

- Social, community and cultural capital in Tower Hamlets
- A vibrant voluntary and community sector
- A range of prevention programmes, for example becoming trauma-informed borough
- Mental health is everybody's business in Tower Hamlets

Substantial improvement to mental health services over the last few years through the NHS Long Term Plan, e.g.:

- Growth in perinatal mental health services including maternal mental health services
- Development of CAMHS crisis service, mental health in schools teams, additional capacity in CAMHS community and eating disorder services
- Primary care based talking therapies for people with anxiety and depression
- Transforming our community mental health services for adults around neighbourhoods, building blended teams working across primary care, social care, mental health and the voluntary sector
- Crisis services from crisis helpline through to 24/7 crisis resolution and home treatment teams, crisis house, liaison team at the Royal London Hospital and inpatient care
- Supported accommodation and rehabilitation

Pervasive inequity that requires continued focus, e.g.:

- Access to mental health services for people from BAME communities
- Life expectancy for people with serious mental illness c. 15 years less than the general population